

Work Group 3 Outbrief:

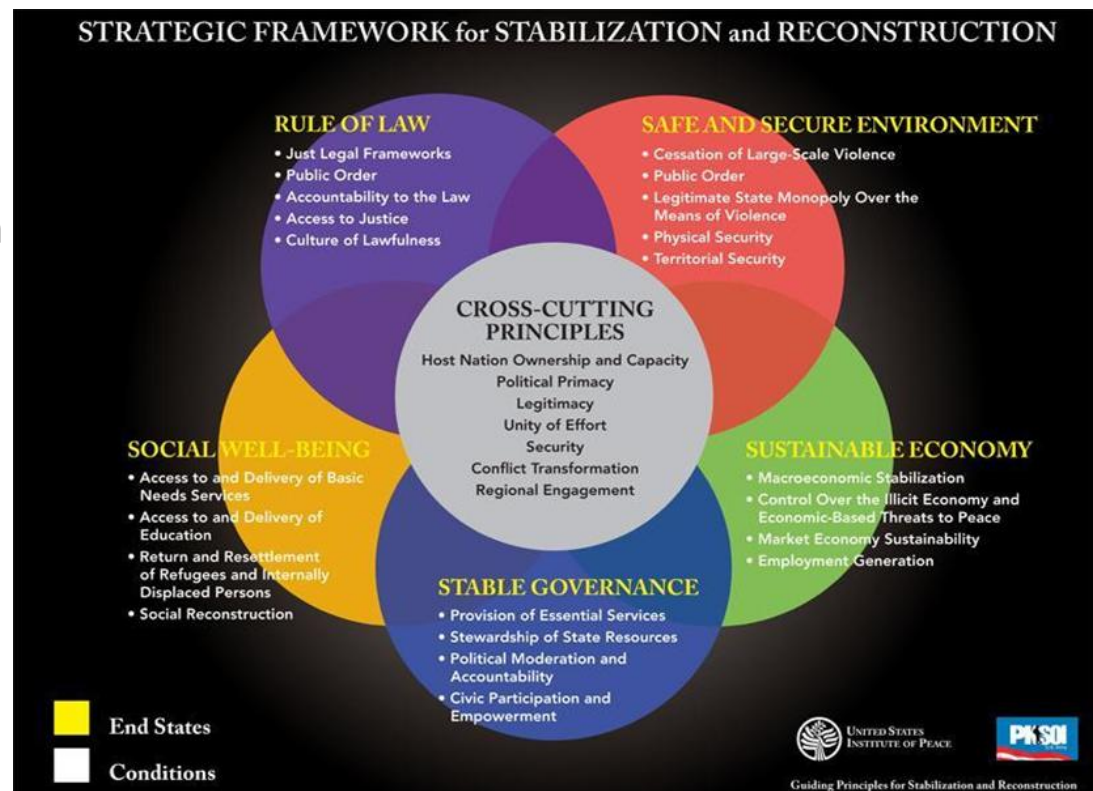
Governance Innovation for Security and Development

Peacekeeping and Stability Operations
Training and Education Workshop 2014

March 27, 2014

Governance Innovation for Security and Development

Our research project seeks solutions to the challenges of supporting governance in fragile environments. Researchers address issues and trends in the stability sectors—social well-being, promotion of safe and secure environments, stable governance, rule of law, infrastructure, and homeland integration—and the competencies needed when the military is called upon to support to civilians in those sectors. of law, sustainable economies

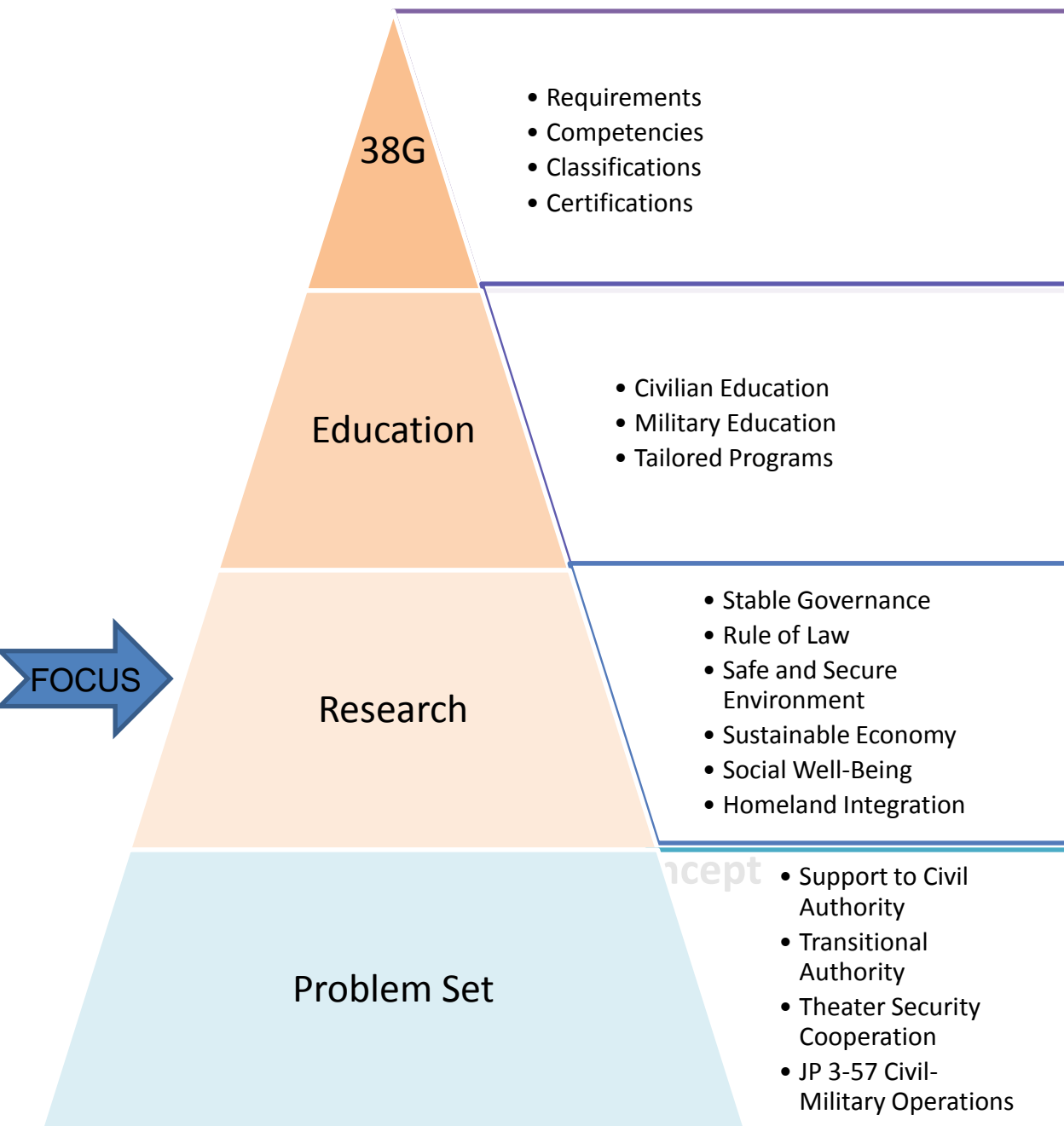


Our definition, and differences in perspective across our participants.

Primary Sponsor:

Institute for Military Support to Governance

The Institute for Military Support to Governance (IMSG) manages the provision of civil sector expertise across the range of military operations in order to support USG obligations under international law and promote stability. On order, supports Theater Security Cooperation, Transitional Military Authority, and Support to Civil Administration operations.



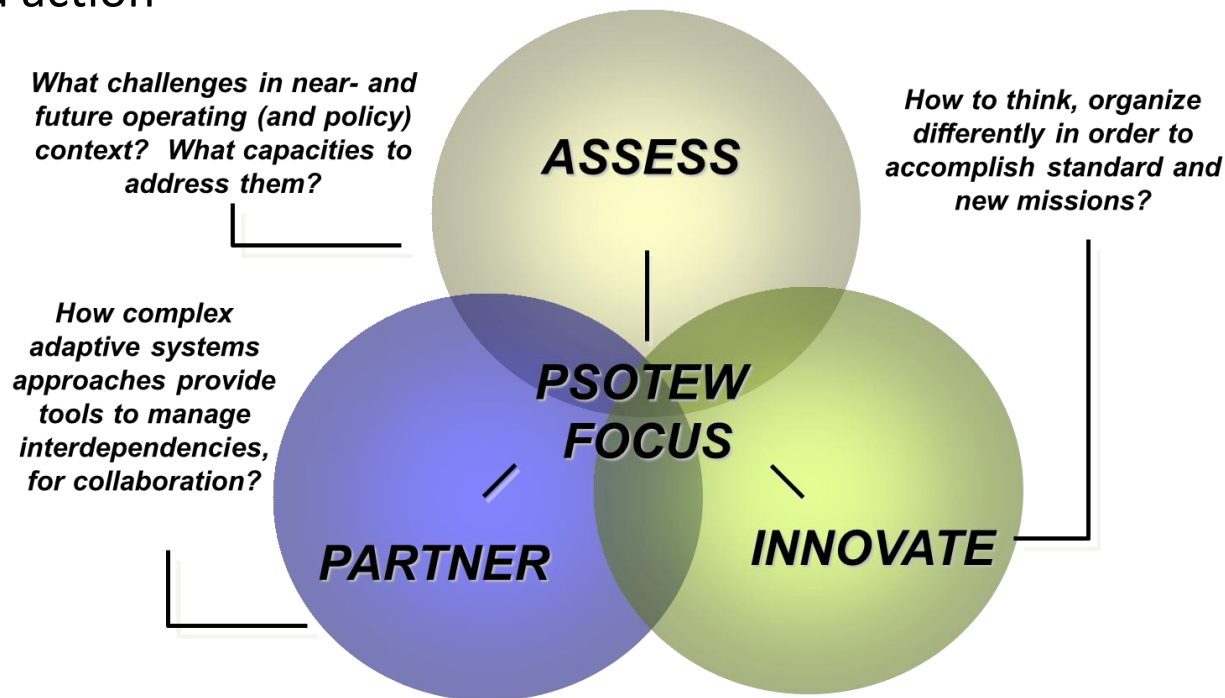
Statement of Work: GISD Research

- Establish**
cross-disciplinary team and outreach
- Produce**
reviews of military governance, stability sectors, and homeland integration
- Support**
IMSG professionalization of Civil Affairs / 38G classifications
- Identify** educational needs
- Consider**
context, behavior, info and technological enablers of peace and stability operations

Adapted from Guttieri, 2013

Major Questions We Considered

- How to do things Better than the last 10 years?
 - Ad hoc vs integrated planning
 - Need for systemic thinking and action
- What should the Civil Affairs community bring to partners?
 - Key Skill Identifiers for 38G
 - Political primacy: end states of our actions



ASSESS the Future Environment

- Missions/Operations
 - Dynamic – mission evolution
 - In demand (Frank DiGiovanni)
- Engagement up front
 - Don't wait for after the crisis, shape conditions (BG Irizarry)
- Political Primacy – Legitimacy - Local Capacity
 - Now recognized- host nation governance capacity (Clare Lockhart and Patrick Willot) –demographic factors in resilience
 - Strategic assessment and thinking 38A and 38G

“Gentlemen, We have run out of money, now we must think.”

--Winston Churchill

What characteristics and challenges in our common, shared space must we prepare ourselves as a community to operate and cooperate effectively within?

Partner Key Differences

- Overlap Among Agencies
- Organizational Functions
 - Culture
 - Decision Cycles
 - Funding Cycles
 - Time Horizons
- Expectations
- U.S. Law
- Exclusive v. Inclusive Planning

Innovate

- “Civil Affairs accomplishes its mission in close interdependencies with key partner agencies and in light of local capacity.” (Marc Ventresca)
- New ways to address new and old problems
 - New talent
 - Interface with partners
 - Team relations

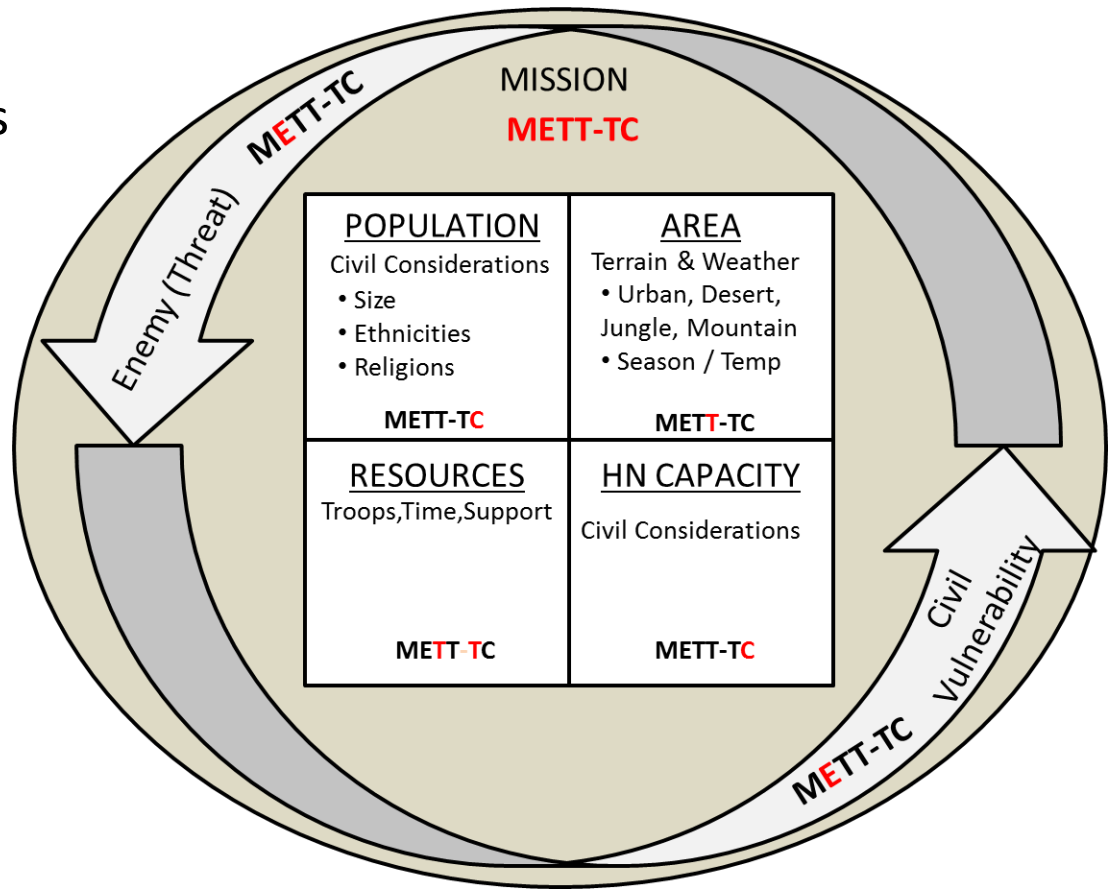
Recommendations

- Invest in continuing education
 - not training only: Reinvest and transform institutional educational programs
 - Develop analogic reasoning, critical, creative thinking
- Use the whole force: CA/USAR/Etc.
- Stakeholder Analysis
 - Coordinate and embed in Branches and Agencies
 - Find modalities of work with Partners
 - Assess the stakeholder values at risk
- Develop funding models

In PSOTEW 2015, what do we hope we can say that we have achieved within our community of practice? What can senior leaders do to enable progress/success?

What are the Appropriate Principles of Engagement

- Respect for International Norms
- Build on Existing Capacity
- Select National Policy Goals
- Do no Harm
- Speed
- Flexibility
- Expertise
- Local Context
- Inclusiveness
- Check Assumptions
- Civil Control of Military
- Pursue Unity of Effort
- Patience, Partnership and Parsimony
- Plan Realistic Change



What characteristics and challenges in our common, shared space must we prepare ourselves as a community to operate and cooperate effectively within?

GISD – Key Take Aways

- **NEW PARADIGMS:** Gov't spending model is obsolete.
 - Engage with stakeholders, capital or funding sources, regulatory issues and risk negotiation (economy).
- **EMPLOY** Civil Affairs “Integrators” / Project Mgrs, not just Specialists
- **DEFINE AND PACKAGE** projects that can be taken over by appropriate others with resources and expertise – know what functions and projects can garner outside resources versus those that cannot
- **REACH BACK** Civil Society, Public Private Partnerships, Academia, IGOs, NGOs, and Convener Organizations